Security Intelligence Review Committee

2016–17

Report on Plans and Priorities

The Right Honourable Justin Trudeau
Prime Minister of Canada

The Honorable Pierre Blais, P.C.

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Chair's Message

I am very pleased to submit the Security Intelligence Review Committee's Report on Plans and Priorities for 2016-2017.

For over thirty years, SIRC has been a cornerstone of the democratic accountability of the Canadian Security Intelligence Service (CSIS) by ensuring that it acts appropriately, effectively and in accordance with the rule of law in protecting Canada's national security.

In the coming year, SIRC will continue to fulfill its vital mandate through its three core functions: certifying the CSIS Director's annual report to the Minister of Public Safety, conducting in-depth reviews of CSIS operations and investigating complaints. The additional resources that have been entrusted to SIRC will allow us to initiate a transformative process that will better position us for our future growth and to proceed with our office relocation.

Finally, SIRC will continue to remain an active member of the national security community and to further the dialogue on the future of security intelligence accountability in Canada. To this end, SIRC will lend its assistance, as required, in support of the Government's goal to create a statutory committee of Parliamentarians with special access to classified information to review government departments and agencies with national security responsibilities.

It is with a great sense of pride and responsibility that SIRC carries out its work. I trust that our 2016-2017 Report on Plans and Priorities will provide Canadians with important insight into our work, as well as our approach in preparing for the future.

Section I: Organizational Expenditure Overview

Organizational Profile

Appropriate Minister: The Right Honourable Justin Trudeau, Prime Minister of Canada

Institutional Head: The Honourable Pierre Blais, P.C.

Enabling Instrument: *Canadian Security Intelligence Service Act*[i]

Year of Incorporation / Commencement: 1984

Organizational Context

Raison d'être

The Security Intelligence Review Committee (SIRC) is an independent, external review body which reports to Parliament of Canada on the operations of the Canadian Security Intelligence Service (CSIS). The Prime Minister is responsible for SIRC.

Parliament has given CSIS powers to enhance the security of Canadians. SIRC ensures that these powers are used appropriately and in accordance with the rule of law in order to protect Canadians' rights and freedoms. To do this, SIRC examines past operations of CSIS and conducts investigations. It has absolute authority to examine all information concerning CSIS activities, no matter how sensitive and highly classified that information may be. The result of this work, edited to protect national security and personal privacy, are summarized in its Annual Report to Parliament.

Responsibilities

SIRC's work is designed first and foremost to reassure Canadians that CSIS investigates threats to national security in a manner that respects Canada's core democratic values. It also serves to provide expert advice to policymakers and lawmakers on CSIS's performance. The *Canadian Security Intelligence Service Act*[ii] (*CSIS Act*) continues to guide SIRC's work in assessing CSIS's performance against the mandate and authorities conferred upon it by Parliament.

Strategic Outcome(s) and Program Alignment Architecture

1. Strategic Outcome: Canadian Security Intelligence Service (CSIS) performs its duties and functions in accordance with the law, policy and Ministerial Direction

1.1 Program: Reviews

1.2 Program: Investigations

Internal Services

Organizational Priorities

Priority: Continual improvements for Reviews

Description

Improve risk-based annual planning process and participate in continuous learning and development.

Priority Type Ongoing[1]

Key Supporting Initiatives

Planned Initiatives	Start Date	End Date	Link to Department's Program Alignment Architecture
Develop a model of review activities and outcomes in order to improve planning process and overall performance	January 2016	June 2016	Canadian Security Intelligence Service (CSIS) performs its duties and functions in accordance with the law, policy and Ministerial Direction. • Reviews
Project to refine risk-based planning	June 2016	October 2016	
Attend bi-annual International Intelligence Review Agencies Conference in Washington to share best practices	September 2016	September 2016	

1. Type is defined as follows: previously committed to—committed to in the first or second fiscal year prior to the subject year of the report; ongoing—committed to at least three fiscal years prior to the subject year of the report; and new—newly committed to in the reporting year of the Report on Plans and Priorities or the Departmental Performance Report.

Priority: Increase awareness and continual improvement of SIRC's processes when conducting investigations.

Description

Continual improvement of SIRC's processes when conducting investigations is central to the fulfillment of its mandate and to the timeliness and effectiveness of investigations. Increased awareness of SIRC's investigative function also promotes greater access to administrative justice.

Priority Type Ongoing

Key Supporting Initiatives

Planned Initiatives	Start Date	End Date	Link to Department's Program Alignment Architecture
Review of SIRC's Rules of Procedures	January 2016	June 2016	Canadian Security Intelligence Service (CSIS) performs its duties and functions in accordance with the law, policy and Ministerial Direction. • Investigations

Priority: Renewal of SIRC's office space and IM/IT.

Description

SIRC has received project approval to relocate its offices and increase the security requirements. This project will be done in partnership with Public Works and Government Services Canada

Priority Type New

Key Supporting Initiatives

Planned Initiatives	Start Date	End Date	Link to Department's Program Alignment Architecture
Retrofit current space to meet additional physical security requirements and the quasi-judicial mandate of SIRC.	March 2016	November 2016	• Internal Services

Risk Analysis

Key Risks

Risk	Risk Response Strategy	Link to Program Alignment Architecture
SIRC's ability to thoroughly examine security intelligence matters that cross over with other federal agencies and departments is at risk because SIRC's mandate is limited to the review of CSIS's activities only.	Engage stakeholders through outreach activities in order to raise awareness of the issue.	The Canadian Security Intelligence Service (CSIS) carries out its mandate to investigate and report on threats to national security in a manner that respects the rule of law and the rights of Canadians. • Reviews
Risk to the timeliness and completeness of reviews and investigations due to delays in the provision of information and/or incomplete information being provided by the Service.	SIRC will increase the frequency and formality of its communication with CSIS. If warranted, SIRC will invoke its authority under Section 54 of the CSIS Act in order to ensure that the Minister of Public Safety is included in ongoing dialogue.	Canadian Security Intelligence Service (CSIS) performs its duties and functions in accordance with the law, policy and Ministerial Direction. • Investigations • Reviews
Relocation of SIRC offices to a new office location that will meet additional security requirement.	SIRC will continue to work with the different departments who have the authority to provide the accreditation to ensure that the renovation is done in conformity. SIRC will also hire a specialized consultant that will provide an ongoing oversight during construction.	Canadian Security Intelligence Service (CSIS) performs its duties and functions in accordance with the law, policy and Ministerial Direction. • Investigations • Reviews • Internal Services
Ability to increase SIRC's capacity for the next year with the additional resources provided by the Government.	SIRC has already run anticipatory competitions. SIRC will utilize the results of these competitions to offer secondment and/or acting opportunities to successful candidates.	Canadian Security Intelligence Service (CSIS) performs its duties and functions in accordance with the law, policy and Ministerial Direction. • Investigations • Reviews

Currently, SIRC reviews still lacks the ability to "follow the thread" of a CSIS investigation if it involves another government department or agency. Increased cooperation and information-sharing is a key feature of contemporary intelligence and SIRC must be able to follow up and effectively review CSIS activities when they do cross over to other departments or agencies.

SIRC's effectiveness is dependent on the Service's timely provision of information. In those cases where there are delays in receiving information, SIRC is at risk of being unable to complete its reviews and investigations in a timely manner.

SIRC is working with PWGSC and other key departments in order for the relocation to meet the planned additional physical security requirements. SIRC will need continuous support throughout the project to ensure compliancy of the new location.

SIRC has received additional resources to meet the challenges of the next fiscal year. Although these additional resources are welcome, SIRC will be facing the challenge of hire for only one year. Since SIRC staffs hold the highest security clearance in the government, it does not lend itself to short term work assignments. SIRC will works assiduously in order to ensure that the resources will support SIRC.

Planned Expenditures

Budgetary Financial Resources (dollars)

2016–17 Main Estimates	2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
2,801,998	7,104,800	2,951,642	3,108,940

Human Resources (Full-Time Equivalents [FTEs])

2016–17	2017–18	2018–19
31	20	19

Budgetary Planning Summary for Strategic Outcome(s) and Program(s) (dollars)

Strategic Outcome(s), Program(s) and Internal Services	2015–16 Expenditures	2016–16 Expenditures	2016–16 Forecast Spending	2016–17 Main Estimates	2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
Strategic Outcome: Canadian Security Intelligence Service (CSIS) performs its duties and functions in accordance with the law, policy and Ministerial Direction							
Program	1,191,764	1,295,980	1,232,873	1,529,534	2,202,288	1,529,534	1,529,534
Investigations	662,793	742,767	740,366	773,525	1,694,623	773,525	773,525
Subtotal	1,854,557	2,038,752	1,972,439	2,103,059	3,917,088	2,103,059	2,103,059
Internal Services Subtotal	947,964	941,268	1,132,354	998,937	3,187,712	949,593	1,005,481
Total	2,792,521	2,980,020	3,104,793	2,801,996	7,104,800	3,001,642	3,108,540

Overall spending in 2016-17, when compared with 2015-16, is forecasted to increase due to investments in relocation offices, upgrade of obsolete technology and renewal of information management. Also, strategic funds have been allocated to SIRC in order to support the changes planned in the government and allowing SIRC to meets its legal mandate with the royal assent of both *Protection of Canada from Terrorism Act* and the *Anti-Terrorism Act*.

The current government's discussions on accountability within the Security and Intelligence will have an impact on SIRC but it is too early at this stage to determine whether there will be a financial impact. Barring any significant new undertaking, the organization's budget is projected to slightly decrease in future years, compared to 2016-17. This decrease is mostly explained by a decrease in transportation and telecommunications services and a decrease in the organization's budget as a result of the implementation of various government-wide initiatives including the continued consolidation of pay services, the implementation of the Canada School of Public Service's new business model, the Web Renewal Initiative and the elimination of spending on late fees and interest charges for delinquent payments to suppliers, as announced in the 2014 Economic Action Plan.

This decrease is partially offset by an increase in salaries and other salary related items such as parental leave and the employee benefit plan.

Alignment of Spending With the Whole-of-Government Framework

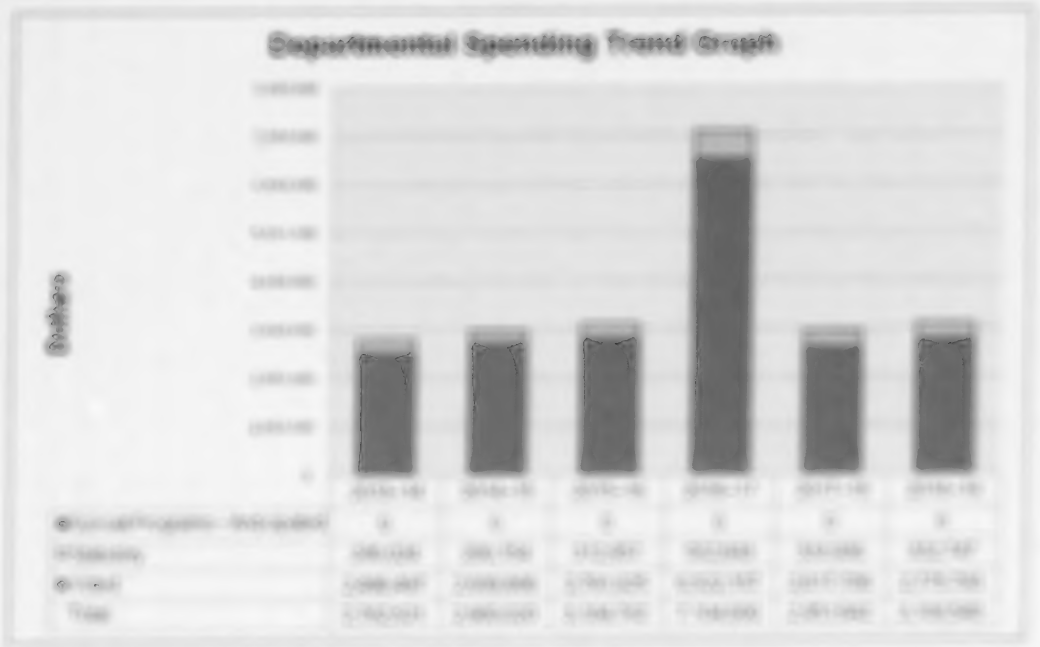
Alignment of 2016–17 Planned Spending With the Whole-of-Government Framework[1] (dollars)

Strategic Outcome	Program	Spending Area	Government of Canada Outcome	2016–17 Planned Spending
1. The Canadian Security Intelligence Service (CSIS) carries out its mandate to investigate and report to threats to national security in a manner that respects the rule of law and the rights of Canadians	1.1 Review	Government Affairs	Strong and independent democratic institutions	2,222,293
	1.2 Investigations	Government Affairs	Strong and independent democratic institutions	11,894,523

Total Spending by Spending Area (dollars)

Spending Area	Total Planned Spending
Economic affairs	0
Social affairs	0
International affairs	0
Government affairs	14,116,816

Departmental Spending Trend



Estimates by Vote

For information on SIRC's organizational appropriations, consult the 2016–17 Main Estimates.[iv]

Section II: Analysis of Program(s) by Strategic Outcome

Strategic Outcome:

The Canadian Security Intelligence Service (CSIS) carries out its mandate to investigate and report on threats to national security in a manner that respects the rule of law and the rights of Canadians

Program 1.1: Reviews

Description

SIRC conducts reviews of CSIS activities to evaluate their effectiveness, appropriateness and compliance. The Committee develops an annual research plan identifying reviews to be conducted each year, examines CSIS operations, provides a retrospective examination and assessment of specific CSIS investigations and functions, examines information concerning CSIS's activities, assesses CSIS compliance, and issues findings and recommendations. The objective is to provide Parliament, the Minister of Public Safety and Canadians with a comprehensive picture of CSIS's operational activities, and assurance that CSIS is acting in accordance with the rule of law.

Budgetary Financial Resources (dollars)

2016–17 Main Estimates	2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
1,329,534	2,222,268	1,329,534	1,329,534

Human Resources (Full-Time Equivalents [FTEs])

2016–17	2017–18	2018–19
16	10	10

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Reviews that examine a broad range of CSIS's activities and result in the improvement of CSIS's performance.	% of reviews completed as per SIRC's annual Research Plan	100%	March 31, 2017
	% of recommendations accepted by CSIS.	70%	March 31, 2017

Planning Highlights

SIRC research is designed to address a broad range of subjects on a timely and topical basis. In deciding which matters to review, SIRC considers: events or developments with the potential to represent threats to the security of Canada; intelligence priorities identified by the Government of Canada; CSIS activities that could have an impact on individual rights and freedoms; issues identified in the course of SIRC's investigations; and, new directions and initiatives announced by or affecting CSIS. This approach allows SIRC to manage the risk inherent in being able to review only a small number of CSIS activities in any given year. In the coming year, SIRC will examine closely the most appropriate and effective means of fulfilling its new responsibility to review annually at least one aspect of CSIS's threat reduction activities.

In order to maximize coverage and understanding of CSIS's activities within the broader Canadian intelligence community, SIRC will be engaging more closely with existing review bodies in the coming year. SIRC believes that there is an opportunity to coordinate some of its reviews with the Office of the Communications Security Establishment Commissioner[v] and the Civilian Review and Complaints Commission for the RCMP[vi] to provide enhanced accountability of Canada's national security activities.

Finally, SIRC remains committed to enhancing its research methodology and expertise. To this end, SIRC will develop a model of review activities and outcomes to improve its overall planning process and performance, as well as undertake a project to refine its risk-based planning. SIRC will also seize every opportunity to learn from experts and academics in the security and intelligence field.

Program 1.2: Investigations

Description

The Committee conducts investigations into complaints made against CSIS, denials of security clearances, Minister's reports in regards to the *Citizenship Act*[vii] and matters referred pursuant to the *Canadian Human Rights Act*.[viii]

If jurisdiction is established, investigations include a quasi-judicial hearing presided over by one or more Committee members. The time required to complete an investigation will vary in length depending on the complexity of the file, the quantity of documents to be examined, the number of hearing days required, the availability of the participants and the various procedural matters raised by the parties. On completion of an investigation, SIRC issues a final report containing its findings and recommendations, if applicable.

Budgetary Financial Resources (dollars)

2016–17 Main Estimates	2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
773,525	1,694,820	773,525	773,525

Human Resources (Full-Time Equivalents [FTEs])

2015–16	2016–17	2017–18
8.5	3.5	3.5

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Cases proceed efficiently before SIRC in accordance with the principles of law and result in the improvement of CSIS's performance.	% of challenges upheld among reports referred for judicial review, in relation to the total number of reports issued over a 5 year period.	less than 10%	March 31 2016
	% of cases meeting targets set by service standards.	85%	March 31 2016
	% of recommendations accepted by CSIS.	70%	March 31 2016

Planning Highlights

The time to investigate and resolve a complaint will vary in length depending on a number of factors, such as the complexity of the file, the volume of documents to be examined, the number of hearing days required (both in the presence and in the absence of complainants), and the availability of the participants.

In order to address the level of risk in the process, SIRC continues to undertake a number of strategies including the recent adoption of new Rules of Procedure in an attempt to modernize and clarify roles and responsibilities during SIRC proceedings. SIRC will review how these new rules are working and consider whether additional amendments are required. SIRC will also explore best practices from other investigatory tribunals and consider if changes would be appropriate in order to make SIRC's processes more efficient.

Furthermore, SIRC will promote awareness of its case management processes and dispute resolution mechanisms to effectively manage and complete investigations.

A detailed description of the complaints process is available in SIRC's Annual Reports[ix] which can be found on its website.

Internal Services

Description

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. Internal services include only those activities and resources that apply across an organization, and not those provided to a specific program. The groups of activities are Management and Oversight Services; Communications Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; and Acquisition Services.

Budgetary Financial Resources (dollars)

2016–17 Main Estimates	2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
698,937	3,187,712	848,583	1,005,481

Human Resources (FTEs)

2015–16	2016–17	2017–18
6.5	6.5	5.5

Planning Highlights

SIRC relies heavily on its information resources to effectively fulfill its mandate. The 2015-16 fiscal year has been the organization's first full year with its new information management system. SIRC can now assess how the implementation of this new system and corresponding changes in procedures impact on operational effectiveness. SIRC will now be working on improving the changes brought with this implementation and will initiate the digitalization of paper documents and easier access to information.

SIRC will further its readiness to implement a new case management system which was deferred from 2014-15. The new implementation timeline will see in 2016-17. This new addition will greatly enhance the organization's ability to track and manage various investigations, reviews and projects. Success will be measured and documented for reporting in future years.

SIRC will also be working on the relocation of the offices. This will enable a renewal of SIRC's aging IT infrastructure and support the different IT related initiatives. SIRC was also provided resources to transform the bulk of the information currently on paper to be scanned into the information management. These initiatives will provide the tools for SIRC to be more efficient and effective.

Section III: Supplementary Information

Future-oriented Condensed Statement of Operations
The Future-oriented Condensed Statement of Operations provides a general overview of SIRC's operations. The forecasted of financial information on expenses is prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management.

Because the Future-oriented Condensed Statement of Operations is prepared on an accrual accounting basis, and the forecast and planned spending amounts presented in other sections of the Report on Plans and Priorities are prepared on an expenditure basis, amounts may differ.

A more detailed Future-oriented Statement of Operations and associated notes, including a reconciliation of the net costs of operations to the requested authorities, are available on SIRC's website.

Future-oriented Condensed Statement of Operations
For the Year Ended March 31
(dollars)

Financial Information	2015–16 Forecast Results	2016–17 Planned Results	Difference (2016–17 Planned Results minus 2015–16 Forecast Results)
Total expenses	3,489,822	6,574,150	3,084,328
Net cost of operations before government funding and transfers	**3,489,822**	**6,574,150**	**3,084,328**

The net cost of operations before government funding and transfers for the 2016–17 Planned Results is expected to increase by $3,084,328 when compared to the net cost of operations before government funding and transfers for the 2015–16 Forecast Results.

The overall spending in 2016-17, when compared with 2015-16, is forecasted to increase due to investments in relocation offices, upgrade of obsolete technology and renewal of information management. Also, strategic funds have been allocated to SIRC in order to support the changes planned in the government and allowing SIRC to meets its legal mandate with the royal assent of both *Protection of Canada from Terrorists Act* and the *Anti-Terrorism Act*.

The 2016-17 Planned Results are higher than the 2015-16 Forecast Results for the following reasons:

- a significant increase in salaries and in other salary related items such as the employee benefit plan;
- an increase in professional and special services;
- more acquisitions of machinery and equipment; and
- a net change in the non-appropriated accounts such as the amortization of capital assets, the provision of severance pay and the services provided without charge (costs for accommodation and employer's contribution to the health and dental insurance plans).

Supplementary Information Tables

The supplementary information tables listed in the 2016–17 Report on Plans and Priorities are available on the SIRC's website.

- Departmental Sustainable Development Strategy
- Details on Transfer Payment Programs of $5 Million or More
- Disclosure of Transfer Payment Programs Under $5 Million
- Horizontal Initiatives
- Status Report on Transformational and Major Crown Projects
- Upcoming Internal Audits and Evaluations Over the Next Three Fiscal Years
- Up-Front Multi-Year Funding
- User Fees and Regulatory Charges

Tax Expenditures and Evaluations

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the Tax Expenditures and Evaluations[5] publication. The tax measures presented in that publication are the responsibility of the Minister of Finance.

Section IV: Organizational Contact Information

As presented in the Government Electronic Directory Services[®]

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Appendix: Definitions

Appropriation: Any authority of Parliament to pay money out of the Consolidated Revenue Fund

Budgetary expenditures: Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations

Departmental Performance Report: Reports on an appropriated organization's actual accomplishments against the plans, priorities and expected results set out in the corresponding Reports on Plans and Priorities. These reports are tabled in Parliament in the fall

full-time equivalent: A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements

Government of Canada outcomes: A set of 16 high-level objectives defined for the government as a whole, grouped in four spending areas: economic affairs, social affairs, international affairs and government affairs

Management, Resources and Results Structure: A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture

non-budgetary expenditures: Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada

performance: What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified

performance indicator: A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results

performance reporting: The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency

planned spending: For Reports on Plans and Priorities (RPPs) and Departmental Performance Reports (DPRs), planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their RPPs and DPRs.

plans: The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

priorities: Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

program: A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

Program Alignment Architecture: A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

Report on Plans and Priorities: Provides information on the plans and expected performance of appropriated organizations over a three-year period. These reports are tabled in Parliament each spring.

results: An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

statutory expenditures: Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

Strategic Outcome: A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

sunset program: A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

target: A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures: Expenditures that Parliament approves annually through an Appropriation Act. The Vote wording becomes the governing conditions under which these expenditures may be made.

whole-of-government framework: Maps the financial contributions of federal organizations receiving appropriations by aligning their Programs to a set of 16 government-wide, high-level outcome areas, grouped under four spending areas.

Endnotes

[i] Canadian Security Intelligence Service Act, http://www.laws-lois.justice.gc.ca/eng/acts/C-23
[ii] Canadian Security Intelligence Service Act, http://www.laws-lois.justice.gc.ca/eng/acts/C-23
[iii] Whole-of-government framework, http://www.tbs-sct.gc.ca/ems-sgd/wgf-ipp-eng.asp
[iv] 2016–17 Main Estimates, http://www.tbs-sct.gc.ca/hgw-cgf/finances/pgs-pdg/gepme-pdgbpd/index-eng.asp
[v] Office of the Communications Security Establishment Commissioner, http://www.ocsec-bccst.gc.ca/index_e.php
[vi] Civilian Review and Complaints Commission for the RCMP , https://www.crcc-ccetp.gc.ca/
[vii] Citizenship Act , http://www.laws-lois.justice.gc.ca/eng/acts/c-29/
[viii] Canadian Human Rights Act, http://www.laws-lois.justice.gc.ca/eng/acts/h-6/
[ix] Security Intelligence Review Committee Annual Report, http://www.sirc-csars.gc.ca/anrran/index-eng.html
[x] Tax Expenditures and Evaluations publication, http://www.fin.gc.ca/purl/taxexp-eng.asp
[xi] Government Electronic Directory Services, http://sage-geds.tpsgc-pwgsc.gc.ca/cgi-bin/direct500/eng/TE?FN=index.htm